

1. Can your organization support the seven Mission Support Goals, as well as the IPT sub-goals, objectives and activities laid out in the White Papers?

- *The Office of Human Capital (OHC) enthusiastically supports the seven Mission Goals.*

Are there major barriers or risks to achieving them from your organization's point of view?

- [This question is very similar to the original question #7, so please see the responses in the first submission from OHC.]
- **Resources:** *The usual "risk" in implementing the Mission Support Goals will be a lack of resources (people, time, and others) which are addressed in the White Papers and partly mitigated by the MSIP which gives us a start on understanding Agency Institutional priorities.*
- **Change Management:** *Absence of a formal Change Management initiative is a major barrier to realizing the goals of the MSIP. An initiative this promising should be resourced with formal and professional Change/Transition Management experts to reduce implementation risks.*
- **Commitment:** *The NASA human capital community must be ready and committed to achieving the Mission Support Goals, sub-goals, and objectives in the MSIP. This commitment must not only be at the leadership level but throughout all levels of the community. If this commitment is lacking, we run the distinct risk of not meeting our obligations which would jeopardize the Agency's ability to meet its overall mission requirements. We must also be sure that our human capital staffs are properly trained to meet the requirements of the Workforce White Paper.*

2. Will you be able to easily translate the Mission Support Goals and IPT sub-goals and objectives and activities into Center level actions, or do your current and projected activities align easily to them?

- **Yes,** *OHC has already started working on aligning our scorecards to the contents of the MSIP. Our experiences of the last year (in which we implemented a Management by Objectives leadership approach) will ease the exercise a bit, but we've learned that this level of change is never "easy." Many of our current Forecasted Measurable Objectives (FMO) will map directly to the MSIP contents. In other areas we need time to change and establish the*

needed partnerships with other Institutional organizations. We are prepared and committed to achieving alignment with the MSIP.

3. What impact(s) do you perceive to your organization if the actions identified in the White Papers are implemented as written? Be sure to include both positive and negative impacts.

- [HQ-OHCM-Toni Dawsey led an exercise this past summer to address Workforce issues and risks. The responses are presented in the “Impact to IPT Plan” chart and are relevant here. Please reference the Workforce white paper, section IV.]

Positive impacts:

- *Workforce planning processes will be integrated earlier in the programmatic life cycle.*
- *Organizations might get relief from externally imposed requirements that do not support the mission. For example, Paperwork Reduction Act (PRA) compliance is an unfunded mandate that competes with other programmatic demands for resources.*
- *Will result in continuation reviews of NASA Education expenditures to ensure consistent alignment with NASA’s current or strategic requirements.*
- *The Workforce White Paper will provide clear priorities and direction for the NASA human capital community in supporting the Agency’s mission. It will enable us as a support organization to directly link into the overall Exploration Vision.*
- *Achieving the goals and objectives described in the Workforce White Paper will require enhancement of some skills and competencies of current human capital professionals.*

Negative Impacts:

- *If the human capital workforce is not adequately resourced to accomplish the goals of the MSIP, a negative impact could be realized later when we cannot deliver.*